



IN THE BUSINESS OF YOUR SUCCESSSM

HR Challenges and Solutions



Engaging and Empowering
Employees in the New Workplace

In association with:



Contents

Introduction	3
Engagement Through Empowerment Creates Success	5
Triggers for Engagement	6
The New Generation	7
Role of Technology	9
Schneider Electric: Attracting Talent through Collaborative Technology	14
The Employer Response	15
Atos: Switching off Emails for Better Collaboration	16
Nitto Denko: Empowering Through Open Social Networking	17
ADP: Adapting to Business and Employee Needs	19
Conclusion	21
About	22
References	23

Introduction

Young people who entered work in the last decade are demanding greater variety and challenges with a different return for their loyalty than their parents expected. What consultant Gary Hamel has called the “Facebook generation”¹ and others the “millennial generation”² are accustomed, through social networking and mobile technology, to a level playing field in which everyone is listened to and everyone takes part in the discussion.

All this is ushering in what some are calling The Human Age³. How are employers, in particular HR, reacting?

Leading edge companies are moving towards a more collaborative and mobile way of working under-pinned by technology and social networking. They are building on the notions of empowerment and engagement, which have been explored over the past 20 years, and understand the connection between these ideas and the cultural generational changes taking place.

They are also competing in the talent war, which has continued to challenge organisations and know that an engaging and collaborative culture in the workplace, which empowers individuals and teams, is the best recipe for attracting and retaining the talent they need.

Employers are recognising that, for a new generation, a new approach to management is required which gives staff flexibility and ease of communication. Leadership, performance management and development have to adapt to the new climate.

HR is responding to these demands by searching for new software solutions and placing them in the hands of line managers and employees, a move which has the added benefit of improving productivity.

The new way of working is based on flexible hours and flexible workplaces enabled by the latest technology such as mobile applications, cloud computing, virtualisation, and social networking.

This report looks at research by ADP and others which demonstrates the links between empowerment, engagement, profitability, technology, and at what some pioneering employers are doing to hold on to their talent and increase productivity. It describes how they are adapting their management approach and looks at the technology they are using to create a collaborative organisation.



Engagement Through Empowerment Creates Success

“The most engaged workplaces were 27% more likely to report higher profitability, 50% more likely to have lower staff turnover and 38% more likely to have above average productivity”

As interest in employee engagement has grown, there have been a number of reports showing the link between employee engagement and profitability.

Early evidence on the importance of employee attitudes to corporate health emerged from surveys carried out by the Great Place to Work Institute, publishers of the annual list of 100 Best Companies to Work for in the US⁴. The research shows a correlation between companies that score well in terms of employee attitudes and financial success.

Do employees in successful companies tend to be more positive? The fact that the two marry up cannot be ignored. Nor can the interesting way in which the Great Place to Work Institute started by looking at successful companies and drawing conclusions about employee attitudes before flipping it around and gaining data on employee attitudes before looking at the success of companies with the highest attitude scores.

Consultant Marcus Buckingham, who worked at Gallup for over a decade, ran extensive studies to show how engagement also related to business results. He found the most engaged workplaces were 27% more likely to report higher profitability, 50% more likely to have lower staff turnover and 38% more likely to have above average productivity⁵.

Extensive research conducted by Bath University, led by John Purcell⁶, found that a good set of HR practices and effective line management – created high employee commitment driving profitability and organisational success. Committed and engaged employees are more productive, provide better customer service and are less likely to leave resulting in lower staff turnover and reduced recruitment costs.

A report by David MacLeod and Nita Clarke for the UK Government⁷ sums up employee engagement as, “a workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being. Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments – between employers and staff – are understood, and are fulfilled.”

This seems a useful definition, since one problem in discussing engagement is that it can mean different things to different people.

But, whatever definition you use, as Telefonica O2 told researchers conducting the UK study, an organisation that does not enlist its own staff to its 'fan base' is not maximising its long-term value.

In fact, for many HR professionals, research evidence of a link between engagement and ROI is hardly necessary. They know from experience that disengaged employees will leave the organisation or, even worse, sit and radiate negativity until everyone around them is also disengaged. So it's clear to them that engagement is part of good recruitment and retention practice.

Summary

- **Substantial research links good HR practices and employee engagement with business success**
- **Committed and engaged employees are more productive, provide better customer service and are less likely to leave**
- **Engaged employees are committed, motivated and enhance their own sense of well-being at work**
- **Engaging organisations have strong values, mutual respect and two-way promises and commitments**

Triggers for Engagement

What creates engagement? And are there different triggers for different generations?

Most studies agree that providing a clear career path, listening and then responding to people's ideas and creating a flexible working environment all impact positively on engagement. Also important are authenticity, strong vision and values, trust, respect and involvement in decision-making.

A study published in 2012 by the Society for Human Resource Management and carried out by academics based in the UK and The Netherlands⁸ concluded that providing employees with more feedback, autonomy, training and development and task variety was linked with all aspects of engagement.

In recent years, there has been an emphasis in management literature on the importance of collaboration at work. Collaboration has been made more challenging by increasing mobility and flexibility around the locations in which people work, but it's also easier because of the growth of collaborative software and social networking.

An IBM report⁹ commented, "People increasingly work in places other than their offices—and on teams that draw expertise from virtually anywhere in the world. They access applications, data and subject-matter experts live and across networks—and others tap into the same information. They employ whatever end-user device is right for the job to improve productivity—while enhancing the work experience for themselves and their employees. Today, collaboration is the name of the game."

While such collaboration is said to enhance innovation and creativity and ensure smoother communications within virtual teams, it also has a role in engaging the new millennial generation. This is simply because collaboration is the way younger people are used to working. And they also expect collaborative technology to be part of the work package.

Summary

- **Triggers for engagement include clear career paths, being listened to, flexible work, trust, respect, and involvement in decisions**
- **Collaborative tools enhance the work experience and innovation**
- **Technology enables flexible and mobile working and attracts the younger generation**

The New Generation

Those currently in their twenties and early thirties who have come into the workplace since 2000 – what most refer to as the Millennial Generation, are reliant on social networking and mobile technology. So much so that in an international survey by Cisco of 2,800 college students and professionals¹⁰, 66% said they would rather be without a car than the internet and 40% would rather accept a lower paying job if the position offered greater flexibility and access to social media.

““People entering the workforce now expect companies to provide the tools and technology to enable them to be productive in any environment””

This is underlined by the 2011 reports on the Millennial Generation² by PwC which states that 41% prefer to communicate electronically rather than face-to-face or on the telephone. They routinely use their own technology at work and 75% say access to technology makes them more effective.

PwC also says employers will need to offer them greater autonomy, more flexible career options and more opportunities for peer recognition. It warns that the generation is “loyalty-lite” due to the recession and that development opportunities and work-life balance are more important than financial reward.

ADP’s own experience reflects this. Jill Altana, ADP’s Division Vice President, HR Employer Services Sales, says that many young people ask in interviews, “Where will I be working? Do I have to come to the office every day and do I have flexibility in where I work? Do I have the necessary tools so that I can work wherever I am?” (See ADP panel on page 19)

“People entering the workforce now expect companies to provide the tools and technology to enable them to be productive in any environment whether at home, with a client or sitting in Starbucks. It can become a significant differentiator from a recruitment standpoint.”

“If they have to come into the office every day and the tools they need to be productive are only in that office, we will lose candidates, especially in the metropolitan cities where it’s more challenging and expensive to commute.”

Altana has noticed that this is a fairly recent phenomenon. Corporations are experiencing this now because employees who have grown up with the technology expect it to be integrated with work and lifestyles. This is echoed among existing employees in response to staff engagement surveys. So the expectations of the new recruits seem to be catching on generally in the workplace. Engagement will in the future be about having the tools to empower individual independence. And there is no doubt that it’s the flexible technology workplace solutions which will attract talent.

Altana concludes, “It will be the tools together with access to social media which will become the standard operating practice. Tools like smart phones, tablets, virtual meeting software and other collaborative tools will become necessary to meet the base requirements of most corporate roles.”

Catherine Mabileau, ADP’s Vice President HR, Employer Services International, agrees. She believes that the movement has begun in the United States and is now spreading to other countries. But she also believes it is catching on among older people as well.

Mabileau is herself a convert. "I recently started using a tablet at work and within 24 hours was trying to sell the idea to all my friends and colleagues," she says. "It's a whole new way of communicating and working. Now I've made the switch, I'm keen to see others adopt it."

"The talent war is not improving and companies are therefore having to become more flexible and provide tools to enable people to work from home, the airport or wherever they happen to be. I think the borders between working hours and home hours have blurred. And this is particularly true for younger people. But if you demand flexibility- if you want people to work evenings and weekends when necessary - you need to provide the flexibility in return."

Summary

- **Millennials expect companies to provide the tools and technology to be productive in any environment**
- **PwC advocates more flexibility and autonomy for the new generation**
- **ADP finds home-working with mobile technology helps win the talent war**

"There is a trend for companies, challenged by the need to attract and retain key staff, to look for new software solutions."

Role of Technology

HR has a key role to play in meeting the needs of this new generation with the help of technology which can empower the workforce and engage their loyalty.

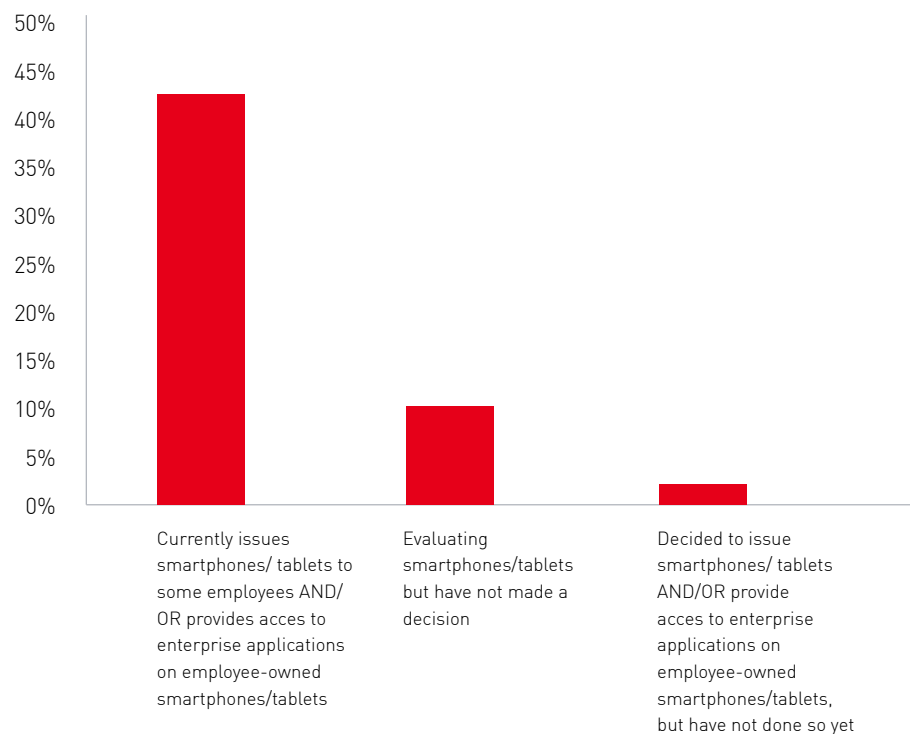
There is a trend for companies, challenged by the need to attract and retain key staff, to look for new software solutions and place them in the hands of line managers and employees. This would have the added benefit of increasing productivity as processes previously requiring several stages are completed in one or two stages.

This is underlined by the case studies in this report, including the experience of ADP's own HR function, where employees are gaining increased autonomy and flexibility from technology. In addition, companies believe they are gaining an edge in recruitment as well as improved productivity.

Results from research by ADP and CorporateLeaders on the use of mobile technology record the growing use of a wider variety of devices for work and a reasonable amount of freedom for employees to use them.

The survey went to senior executives responsible for HR and general management in five European countries and Australia and focused on companies with fewer than 5,000 employees. Around 44% of the 703 respondents said they already provided access to enterprise applications on employee smart phones or tablets and/or issued smart phones and tablets to some employees. A further 11% said they were evaluating the possibility and 2% had decided to but not implemented the decision yet. In other words, more than half had either done this already or are considering it. (Chart 1)

Chart 1. Deploying and supporting smartphones and tablets



Source: ADP and CorporateLeaders Use of Mobile Technology in HR Survey
Sample: All Companies (n=703)

When asked why respondents wanted to do this, the main reasons were to increase employee satisfaction and improve the HR service to internal customers. Also high in the ratings were improving productivity, real-time decision-making, and responding to organisational change. (Chart 2)

Chart 2. Important reasons for providing mobile solutions to employees



Source: ADP and CorporateLeaders Use of Mobile Technology in HR Survey
Sample: All Companies (n=703)

As Altana says, “It is critical to empower the workforce through mobile technology. Enabling employees to be self-sufficient by providing the answers at their fingertips rather than dependence on people to get the answers is the key.”

“In addition, we need to be able to hire talent wherever we find it – whether that’s in Iowa or India, it is about finding the skills necessary to fill our talent needs. Top talent can be anywhere. Looking for talent only in big cities limits our options and is a very expensive talent strategy. Consequently, to lock in the right skills, we need to be open to looking anywhere and allowing people to work wherever they live.”

“There is evidence of a drive to use the latest technology to empower the workforce.”

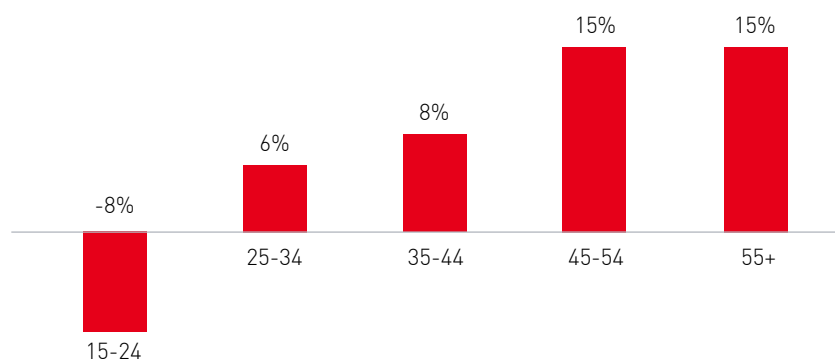
“Lastly, people are loyal to their careers, not to their companies, if you enable them to be productive with mobile technology, they are more likely to be engaged with the job and ultimately, the company.”

There is evidence of a drive to use the latest technology to empower the workforce, aiding HR professionals to implement the solutions that meet the needs of the new generation. By doing this, the HR function is enhancing both engagement and productivity - alongside the profile of HR - at a time of tight competition for talent.

Based on the survey findings, it can be concluded that HR functions are keen to engage and empower the workforce while increasing productivity. They are looking to the latest in mobile and social networking technology to help them do this.

There is good evidence that they are right to take this approach. The ComScore Media Metrix in August 2011 (Chart 3) showed that web-based email use by 15 to 24-year-olds had dropped by eight per cent since 2010. But social networks, instant messaging and other methods using mobile technology were gaining in popularity¹¹.

Chart 3. European web-based email usage change in time spent by age 2011 Vs 2010



Source: comScore Media Metrix

The 2009 annual International Association of Business Communicators (IABC) survey, provided evidence of a growing interest in social media for employee engagement and productivity and showed that it was becoming an increasingly popular tool in workplace communications¹². By 2010, 33% of the 900 respondents said they used social media occasionally to

communicate with their employees and 12% used it frequently. Facebook was the most popular social media tool, with 4% using it and 17% planning to. However, intranet and email remained the most popular internal communication tools.

Julie Freeman, then president of IABC, said, “Companies are moving away from the one-way communication model where they would send out information hoping people would read it. Using the various social media tools, companies can now engage employees in discussions and foster conversations between teams across geographic and other boundaries.”

In 2011, the Financial Times reported that employees were increasingly expecting companies to have some kind of social network platform in place¹³. “If you are not offering them [social networking sites] at work, you are not growing with the world,” Sangita Malhotra, corporate communications officer at GE, told the FT.

Summary

Research shows growing use of mobile technology in the workplace to:

- **Improve hiring and retention**
- **Increase employee satisfaction**
- **Improve HR service**
- **Improve productivity and respond to change**



Schneider Electric: Attracting Talent Through Collaborative Technology

The need to compete for young talent is one of the main reasons that Schneider Electric is deploying a new social networking tool in its 15,000-strong sales and marketing division.

The French group, which has doubled in size through acquisition in the past eight years, has been turning itself from a company chiefly making and selling electrical products to one which primarily advises on energy management, including green energy, and sells supporting products. So while it still has manufacturing sites, there is an increasing emphasis on project work and innovation by teams of experts located around the globe. In particular, it is set on a course of major expansion in the new economies.

To support this, it needed to provide the tools to enable its professionals to exchange information and ideas across large distances. It also had to tackle a legacy of multiple systems used in previously independent companies. Finally, it had to recruit talented professionals to keep pace with expansion.

Its new system, which will be rolled out across the whole workforce over

the next two years, supports this more collaborative approach to business. But the company also hopes it will help it to compete in the jobs market.

Isabelle Michel-Magyar, the company's Vice President for Employees Engagement and Diversity, says, "We want to deploy this way of working to attract and retain the best talent - but also because today, when we are in a solution business, the projects can be designed only by collaboration. This kind of work can't be done by one person. So we need the tools to collaborate and make the company more efficient.

"The new system is an enabler to better engage people, including the new generation. We want to be an employer of choice because we are in a war for talent. And the more we go into the solutions business, the more we need special talent. Having collaborative technology could be a key factor in attracting newcomers."

Louis-Pierre Guillaume, head of enterprise community management, adds, "The system helps to get employees to share best practice and build on solutions created in another location. So we have a lot of savings and efficiencies. We also know people will network more, increasing their visibility by sharing and will then have a better chance of moving within the company.

So a more networked company assists career development."

The Employer Response

Employers' approach to using mobile and networking technology for business depends, to an extent, on the market in which they operate and the nature of their workforce, so it's no surprise that IT companies tend to lead the way. These companies also have high levels of engagement, organisations such as Google, Microsoft and Adobe Systems occupied nearly 20% of the top ten slots in the 2012 Fortune 100 Best Companies to Work For list.

“It's certainly not just IT companies who are encouraging employees to use social networking at work.”

Susan Lucas-Conwell, chief executive of Great Place to Work comments that the intensifying war for talent in the sector means that companies need to look deeply into the winners' culture, “In order to win the battle for the best and brightest, both startups and established companies will have to take a good hard look at what goes on inside great workplaces, and not just mimic their perks and benefits, but focus on building respect and trustworthiness as well.”

It's certainly not just IT companies who are encouraging employees to use social networking at work on the company computers and providing internal social networking tools within the organisation. Schneider Electric and Nitto Denko (See panels on pages 14 and 17) demonstrate how the use of new social networking systems for internal communications and collaboration is catching on as a way of competing for talent as well as improving both productivity and the quality of work.

Even in companies that do not provide mobiles and tablets, the trend is to encourage employees to Bring Your Own Computer (BYOC) and use them to access company systems. This enables people to work with technology which they are accustomed to.

In ADP's Employer Services International division, new technology is being triggered partly by the way in which people work in virtual teams often reporting to several managers and across national boundaries.

Catherine Mabileau, HR Vice President for the division, says, “The hierarchical structure of the workplace is changing, so top-down communication is not the best approach. And people are over-burdened with information. So unless you make it possible for them to leverage information in the way they want, you won't engage their interest or enable them to share information properly.”

Atos: Switching off Emails for Better Collaboration

One organisation that has hit the headlines over its approach to social networking is Atos, after its chairman and chief executive Thierry Breton announced in March 2011 the group's intention to get rid of all internal emailing. He described emails as "polluting" and compared them to environmental pollution following the industrial revolution.

Atos is a global IT services company with 74,000 employees in more than 40 countries covering all continents. What lies behind this decision? Talking to Jean-Marie Simon, Group Executive Vice President Human Resources, it's clear that the business case combined enhancing productivity with improving employee well-being and engagement.

Simon explains that the group launched a Well Being at Work program in 2009 as part of a wider corporate transformation. Led by HR, the program included a survey aimed at younger members of staff from their mid-twenties to mid-thirties, asking questions about aspects of working life from the environment and working conditions to expectations of management.

This revealed a general feeling that there was email overload and a view that the company should cut the number of emails and use newer technology for communications. "They were saying we were not in line with their way of working," says Simon.

Simon is also a great believer in face-to-face communication which he sees email as destroying. So some of the approaches being encouraged in place of email are simply a return to more traditional ways of doing things – picking up the phone and talking, or walking down the corridor to see someone in their office, "If you want to congratulate someone on their performance, it's better to walk 40 or 50 meters over to their desk and talk to them directly," he says.

However, the company also expects people to use video and audio conferencing, social networking and mobile technology to communicate and collaborate, contacting each other, placing documents where others can access them and holding meetings and discussion groups. It is encouraging the use of tools such as Office Communicator and has set up social community platforms to share and keep track of ideas on subjects from innovation and lean management through to sales. Initial feedback is that these types of tools reduce email by between 10% and 20% immediately, allowing employees to become more productive by focusing time on more value added tasks.

Productivity was the second trigger for discarding email in favor of social networking and mobile technology. Atos was aware that managers can spend from five to 20 hours a week on writing and receiving emails and felt that their time could be better spent. "We wanted to free up time for managers to work on what was important which is the delivery of a service to customers," says Simon.

Finally, there was the issue of emails clogging up the system, "We felt people would be able to save on their storage and lighten the load on their computers," he adds.

Atos will not eliminate emails altogether, it expects to continue exchanging emails with the outside world. But the outside world is increasingly interested in emulating what the group is doing. Simon says that there has been great interest from other companies, to introduce social networking and mobile technology to increase productivity and focus on core tasks and activities.

One year on from its bold announcement, Simon says Atos has already reduced email usage by 15 - 20% by running pilot projects in various parts of its business increasing collaboration and productivity. At the start of 2012, it appointed a global project manager to roll out the initiative throughout the group. He is confident that internal emails will have been phased out by the end of 2013.

Nitto Denko: Empowering Through Open Social Networking

Nitto Denko Corporation, a Japanese chemical and electronics multinational, specialises in making adhesive and protective film, among other products, for a wide range of business applications and has a large amount of manufacturing in addition to research and development, sales and corporate functions. There are 32,000 employees, half of them in South East Asia and about 1,000 in Europe, centered in Belgium.

It is finding that younger staff are much more interested in using a variety of mobile technology for communications than previous generations. Rather than try to clamp down on this as some companies have done – Facebook bans on company PCs are not unknown in some organisations – it has decided not to police it and in fact exploit the potential.

Sam Strijckmans, Nitto Denko's head of HR and finance for Europe, says Nitto has developed a corporate profile on LinkedIn at global and regional level and is happy for its employees to set up their own discussion groups

using social networking sites like LinkedIn and Facebook. For instance, some staff have joined a “pressure-sensitive adhesives professionals” group. The use of technology and discussion on social networks enables Nitto Denko to have access to other ideas outside the organisation providing them with new insights and generating innovation.

Strijckmans says, “You can either forbid it because there is a danger it will give confidential market information to a competitor, or you can say that it’s a way of connecting to potential customers and suppliers and other stakeholders. We prefer the latter approach.”

Managers join the groups and if they see something unacceptable, he says, they can raise it. There was one occasion, he adds, when an employee posted information on Facebook that the company would have preferred not to publicise and colleagues raised it, feeling it was “going too far”. So the system is effectively self-policing.

“We have a communications policy on internet usage, but not a specific policy on social media. We could develop a book, with rules and guidelines on what is restricted, but by the time it’s developed it would be out of date. So we believe in internal control among our own staff. Most of the people doing this are intelligent enough to know what’s sensible to share.”

Nitto Denko also sees social networking and mobile technology as part of its recruitment and retention toolkit, both because it engages employees by enhancing their experience of the working environment and improves brand awareness externally. As he points out, because Nitto Denko operates in the B2B sphere, there is low brand awareness among the general public and therefore potential recruits.

He and colleagues spend a good deal of time and energy on recruitment and retention, focusing particularly on employee development which numerous studies show is the number one priority for engaging young employees. They have developed a wide spread of development programmes aimed at all levels of the workforce, including a global incentive scheme for shop floor employees who come up with ideas for process improvement and who can win a trip to Japan to compete in the finals.

A person is holding a black tablet computer outdoors. The background is a blurred green field. A large red semi-transparent rectangle is overlaid on the image, containing white text. The text is arranged in several paragraphs, with a prominent title on the left side.

ADP: Adapting to Business and Employee Needs

Home working has really taken hold within ADP after the group made a conscious decision two years ago to increase workplace flexibility and encourage greater mobility.

ADP wanted to optimise its office space and reallocate the monies into product, service and sales investments. At the same time, this mobility strategy enabled ADP to stay ahead in the war for talent as more staff and potential recruits were asking to work flexibly.

The company estimates that, within its US workforce of 35,000 employees, around 10,000 are now working virtually, with 6,000 of that number working from home. Jill Altana, the group's Division Vice President of HR for Employer Services Sales, says, "This is a relatively new phenomenon for ADP, although we have always had people working outside the office." She says the move has met its main objectives.

In addition, by providing key mobility tools to enable this strategy, there have been added benefits including saving on relocation costs and on business travel as it encourages the use of global collaboration tools for virtual meetings. It also means ADP's name is identified through social networking sites as a good place to work.

A recent survey comparing what ADP calls "home-shored" people with colleagues based in offices found that the home workers were as productive or more so. "We have found that while people in offices typically work a defined number of hours, people working virtually tend to put in longer hours" says Altana.

"The downside is that people are sometimes working too many hours at home. We encourage people working at home to be mindful of the hours they work. While their productivity is great, we have to be concerned about burn-out. We provide training to both managers and their employees who work from home to establish the right expectations and ensure they are not overdoing it."

ADP is also conscious of the need for an extra effort to make those working at home feel included and of equal status to those in offices. It provides a support group for home-based workers to keep them connected with their teams and ensures they are included in social events.

Management development is critical. Altana says 70% of managers have at least some people in their teams working virtually. Managers with team members in both environments are being trained to ensure teams stay connected and to manage virtually. She is keen to ensure that career opportunities and development are open to all.



Conclusion

The experiences outlined in the case study companies and the results of the research highlighted illustrate the corporate search for a more human working environment and tools that free up time and encourage collaboration. All are aiming for a workplace where people are more empowered, engaged and productive.

So how do organisations embark on this journey? There are three key issues: the technology, the senior management mindset, and the corporate culture.

In the most forward-looking companies, the use of technology is not only empowering the workforce by providing, in Altana's words, "the tools at their fingertips" so they don't have to depend on other people. It is also attracting younger people and thereby producing a corporate culture more amenable to the Millennial Generation.

Case studies and research show companies that harness the latest technology in the workplace do so to:

- Improve people's ability to work effectively at a distance and on the move
- Encourage employees to learn and develop through joining communities of practice
- Enhance recruitment efforts to tap into new generation talent
- Better market organisations to younger people

But these approaches need senior management buy-in. There is still nervousness among some top executives about breaches of security, damaging criticism gaining traction on public web platforms and competitors capitalising on leaked knowledge. It is clear that a company's approach to technology will depend on the type of organisation and their industry. At Nitto Denko for example, where a culture of trust and respect has been embedded, employees self-police the system.

Where the workforce is empowered, it will also be engaged. People will remain longer in their jobs, feel greater loyalty to their team and employer and go the extra mile to provide great service.

To win the war for talent in the next decade, senior executives need to understand the transformation taking place in the world of work. Increasingly, work is ceasing to be a place and more a state of mind. For large numbers of people, it can happen at any time of day and in any place. Executives who understand this and equip their organisations to survive in this new world will be the ones still leading successful organisations in the Human and Mobile Age.

About



IN THE BUSINESS OF YOUR SUCCESSSM

Automatic Data Processing, Inc. (NASDAQ: ADP), with about \$10 billion in revenues and approximately 570,000 clients, is one of the world's largest providers of business outsourcing solutions. Leveraging over 60 years of experience, ADP offers a wide range of human resource, payroll, tax and benefits administration solutions from a single source. ADP's easy-to-use solutions for employers provide superior value to companies of all types and sizes. ADP is also a leading provider of integrated computing solutions to auto, truck, motorcycle, marine, recreational vehicle, and heavy equipment dealers throughout the world.

www.adp.com



CorporateLeaders is an exclusive independent network that inspires business and leadership by providing a trusted forum for executives to network, exchange ideas, share lessons learned and drive business forward in an ever-changing environment. We focus on providing exclusive membership services, intimate and content rich networking events, research, thought leadership and advice on business transformation with the executive needs and experiences at its core.

www.corporate-leaders.com

References

- 1) Hamel G, 2009, The Wall Street Journal
- 2) PricewaterhouseCoopers Managing Tomorrow's People: Millennials at work: perspectives from a new generation; and Millennials at work: reshaping the workplace
- 3) Joerres, J A, 2010, Entering the Human Age
- 4) Pickard J, 'Publish and be Praised' People Management, 24 February 2005,
- 5) Summary of Gallup research can be found on its website
- 6) Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B and Swart, J. (2003) Understanding the People and Performance Link: Unlocking the Black Box. London, CIPD
- 7) MacLeod D and Clarke N (2009) Engaging for Success: enhancing performance through employee engagement. The UK's Department for Business Innovation and Skills
- 8) Farndale E, Hope Hailey V, Kelliher C, van Veldhoven M, A study of the link between Performance Management and Employee engagement in Western multinational corporations operating across India and China
- 9) IBM, The New Collaboration: enabling innovation, changing the workplace, 2008
- 10) 2011 Cisco Connected World Technology Report
- 11) Comscore Media Matrix August 2011
- 12) IABC/Buck Consultants, Employee Engagement Surveys 2009 and 2010
- 13) Palmer M Time to connect, March 2010



IN THE BUSINESS OF YOUR SUCCESSSM

www.es.international.adp.com

info.international@adp.com